



A STUDY ON EMPLOYEE SATISFACTION TOWARDS THEIR JOB WITH REFERENCE TO RANE BRAKE LINING LTD, PUDUCHERRY

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ABSTRACT

This survey based descriptive research work has been undertaken with the objectives of analysing the employee satisfaction towards their job with reference to Rane Brake Lining Ltd., The study has adopted selective sampling technique and sampled 50 employees from the Pondicherry Private Ltd., Puducherry, Pondicherry state, India. Primary data have been collected by a constructed questionnaire along with personal interview. Percentage method has been used to analyse profile of the respondents. Chi-Square test has been used to compare the freedom of conveying problems to top-level and considerations for employee creativity. Correlation analysis has been employed to associate the Respondent understanding about job and decrease in the dissatisfaction. Weighted average method has been used to give more weightage to the organization and the employees. ANOVA test has been used to test the difference between years of experience in the company and decrease in dissatisfaction level. The research has found half of the employees are satisfied with their nature of job and with their working conditions. So the company can attain a further improvement level for the rest if it guides its employees (e.g. increasing salary, improving working environment, reducing work pressure and frustration, providing innovative technologies to decrease their attrition level, conducting regular meetings, etc.). The study has given suitable suggestions to control dissatisfaction among the employees.

KEYWORDS: Employees, Companies Attrition, Dissatisfaction, Working Performance, Working condition, Frustration and Pondicherry city.

PRELUDE

Attrition is a serious issue in the industries because the industry is knowledge-based and hence employees are its "assets". Deficiencies like inability to influence employee perception of growth; not aligning employees to roles based on their individual talent, inflexibility in leadership styles, are causing conflicts at a very intrinsic level, resulting in knowledge employees choosing the proverbial "easy way out". Attrition occurs due to ineffective managers and management, employee's ineffective compatibility with supervisors, inadequate working environment and conditions, lack of pay for performance, etc.

SOLUTION FOR ATTRITION

Whenever a well-trained and well-adapted employee leaves any organization, it creates a vacuum. The organization loses key skills, knowledge and business relationships. It is not easy task to find a sustainable substitute. Employees resign job for many different reasons. Sometimes it is the attraction of a new job of the prospect of a period outside the workforce which 'pulls' them; in other occasions they are 'pushed' due to dissatisfaction in their present jobs to seek alternative employment. If a company strives to retain an employee in the same way or tries to retain a customer, leaving the organization could be out of question. In view of these effects, the present study is undertaken in the study area with a view of analyzing the employee satisfaction towards their job.

STATEMENT OF THE PROBLEM

Satisfaction towards their job and Retention of employees for a prolonged period is important and inevitable one for the company for smooth work flow. It is also important for employees to work for a particular period in company in order to improve their knowledge, soft skills and thereby improve their career development. The frequent turnover of employees will affect the company in a number of ways. Leaving employees want more meaning in their work. They often indicate that they want to use their qualities and skills in challenging teamwork led by capable leaders. A range of reasons are selection of the wrong job, lack of proper orientation, creates frustration, lack of future scope, lack of promotion opportunity, poor perception with boss, high expectation of the employee, travel hazard prefer close to home, etc. Hence, the present study is undertaken with the objectives of analysing employee satisfaction towards their job and offering suitable suggestions to control and prevent turnover of employees.

SCOPE OF THE STUDY

The study has focused Pondicherry city only. The study has focused employees in the company working in Rane Brake Lining Ltd., in Pondicherry city. The study has analysed the employee satisfaction towards their job with reference to Rane Brake Lining Ltd.,

SIGNIFICANCE OF THE STUDY

The study has given suitable suggestions to control dissatisfaction and to enhance improvement level of the employees. They will be suitable for the companies to take necessary steps to find the weak factors which produce dissatisfaction of employees and take suitable remedial steps. The findings of the study can be used as secondary data for future research scholars.

PROFILE OF THE STUDY AREA

This study has been done in Pondicherry city. The City of Puducherry on the southeast coast of India does not have a vishva history from antiquity. Puducherry has history recorded only after the advent of the colonial powers such as the Dutch, Portuguese, English and the French. Nearby places such as Arikamedu, Ariyankuppam, Kakayanthoppe, Villianur, and Bahur, which were annexed by the French East India Company over a period of time and became the Union Territory of Puducherry after Independence, have written histories that predate the colonial era. The Union Territory of Pondicherry was under the French rule for 138 years till 1st November 1954. The geographical area of Pondicherry is 293 sq kms. Thus, out of the territory's total area, Pondicherry occupies 59.6 per cent. In 2011, Puducherry had population of 950,289 of which male and female were 468,258 and 482,031 respectively.

RESEARCH OBJECTIVES

The following objectives have been framed to guide the research

- To know the satisfactory level of employees towards their job and working conditions.
- To identify the factors which make employees dissatisfy.
- To find the areas where company lagging behind.
- To know the reasons, why attrition occurs.
- To find the ways to reduce the attrition in the company.

REVIEW OF RELATED LITERATURE

ATTRITION

"A reduction in the number of employees through retirement, resignation or death" is called Attrition. It is also known as employee churn, employee turnover, or employee defection, is an industrial term used to describe loss of employees or man power. Attrition is pretty high in the industry these days. Attrition is a universal phenomenon and no industry is devoid of it, but the degree fluctuates from industry to industry. Attrition is a serious issue in the industries because the industry is knowledge-based and hence employees are its "assets". Deficiencies like inability to influence employee perception of growth; not aligning employees to roles based on their individual talent, inflexibility in leadership styles, are causing conflicts at a very intrinsic level, resulting in knowledge employees choosing the proverbial "easy way out".

STUDIES RELATED TO ATTRITION

BEENA HANDA, vice-president, HRM of Claris Life sciences. "Attrition also happens when people hate their working conditions, do not like their team-mates or perhaps do not like what they wish to migrate. For example, girls often leave their jobs when they get married and shift to another city".

Beyond a point, an employee's primary need has less to do with money, and more to do with how he's treated and how valued he feels. Much of this depends directly on the immediate manager. And yet, bad bosses seem to happen to good people everywhere. A fortune magazine survey some years ago found that nearly 75 per cent of employees have suffered at the hands of difficult superiors.

BIJAY SAHOO, vice- president, talent engagement and development, Wipro technologies, “companies should have a similar approach to employees and customers. If a company strives to retain an employee in the same way it tries to retain a customer, leaving the organization could be out of question. Communication is the foundation for the entire process of managing attrition. This communication begins right firm recruitment.

DESIKAMAN.LG is chief mentor of mentor consulting, Chennai, that leadership crisis leads to attrition, and lack of good leaders who can motivate and guide their teams well is a significant reason for the high rate of attrition in the industry.

A WORKFORCE MAGAZINE ARTICLE, “knowing how to keep your best and brightest,” reported the results of interviews with 20000 departing workers. The main reason that employees chose to leave was poor management. HR magazine found that 95 percent of exiting employees attributed their search for a new position to an ineffective manager.

RESEARCH METHODOLOGY

The research design undertaken for the study is descriptive one. The sample of this study is the employees of the Pondicherry Private Ltd., Puducherry. A total of 50 employees have been sampled for this research by using both convenient and judgement sampling method. The primary data have been collected using structured interview method. The interview was conducted in English as well as in Tamil. Generally 25 questions are prepared and asked to the employees of the Pondicherry Private Ltd., Puducherry. The questionnaires have been prepared and personal interview was conducted. Proper care was taken to frame the interview schedule in such a manner it should be easily understood in view of educational level of the employees. Secondary data have been collected from Internets, journals, various books and company records. Percentage method has been used to analyse profile of the respondents. Chi-Square test has been used to compare freedom to convey problems to top-level and considerations for employee creativity. Correlation analysis has been employed to associate the Respondent understanding about job and decrease in the dissatisfaction. Weighted average method has been used to give more weightage to the organization and the employees. ANOVA test has been used to test the difference between years of experience in the company and decrease in dissatisfaction level.

ANALYSE, RESULTS AND DISCUSSION:

The results of the analyzed data and discussion of findings are given as follows:

PROFILE OF THE RESPONDENTS

Sl. No	Variable	Category	No of respondents	Percentage
1.	Age	18-25	35	70
		26-35	12	24
		36-45	03	06
		Above 45	0	0
2.	Marital Status	Married	16	32
		Un Married	34	68
3.	Educational Qualification	Below Hr. Sec	21	42
		Hr.Sec	13	26
		UG or PG	12	24
		I.T.I and others	04	08
4.	Year of Working Experience	0-2 years	23	46
		3-5 years	22	44
		6-8 years	01	02
		above 8 years	04	08
5.	Role of employees	Top level management	03	06
		Middle level management	17	34
		Low level management	30	60
		Contract persons	0	0
6.	Years of experience in existing company	<1 year	14	32
		1-2 years	08	16
		2-3 years	08	16
		>3 years	18	36
7.	Understanding about the job	Not really	02	04
		Some what	08	16
		Pretty much	12	24
		totally	28	26
8.	Motivation	Highly satisfied	07	14
		Moderately satisfied	26	52
		Neutral	15	30
		Moderately dissatisfied	02	04
		Highly dissatisfied	0	0

9.	Appraisal	Highly satisfied	05	10
		Moderately satisfied	19	38
		Neutral	24	48
		Moderately dissatisfied	02	04
		Highly dissatisfied	0	0
10.	Basic needs	Highly satisfied	17	34
		Moderately satisfied	25	50
		Neutral	05	10
		Moderately dissatisfied	03	06
		Highly dissatisfied	0	0
11.	Job nature	Highly satisfied	28	56
		Moderately satisfied	16	32
		Neutral	02	04
		Moderately dissatisfied	04	08
		Highly dissatisfied	0	0
12.	Dissatisfaction factor	Work pressure	09	18
		Management decisions	06	12
		Work environment	07	14
		Pay structure	10	20
		Others	18	36
13.	Decrease Level in dissatisfaction factor	Not at all	07	14
		Some what	16	32
		Average	21	42
		Really good	06	12
14.	Internal factors	Employee motivation	14	28
		Working environment	17	34
		Monetary benefits	10	20
		others	09	18
15.	External factors	Innovative technology	05	10
		Training programs	10	20
		Development in product	19	38
		others	16	32
16.	Changing job	Working condition	04	08
		Family issues	18	36
		Growth	20	40
		Monetary benefits	08	16
17.	Opportunity to learn	More	33	66
		Less	11	22
		No	06	12
18.	Freedom to convey problems	Yes	35	70
		No	15	30
19.	Considerations for employee creativity	Yes	39	78
		No	11	22
20.	Effect of whistle blowing	More	0	0
		Less	0	0
		Rare	06	12
		No effect	44	88
21.	Promotion	Yes	27	54
		No	23	46
22.	Transport facilities	Highly satisfied	09	18
		Moderately satisfied	15	30
		Neutral	13	26
		Moderately dissatisfied	06	12
		Highly dissatisfied	08	16
23.	Recreational facilities	Highly satisfied	0	0
		Moderately satisfied	19	38
		Neutral	15	30
		Moderately dissatisfied	09	18
		Highly dissatisfied	07	14
24.	Working space	Highly satisfied	28	56
		Moderately satisfied	09	18
		Neutral	06	12
		Moderately dissatisfied	02	04
		Highly dissatisfied	05	10

25.	Accommodation	Highly satisfied	20	40
		Moderately satisfied	23	46
		Neutral	07	14
		Moderately dissatisfied	0	0
		Highly dissatisfied	0	0

Source: primary data

It could be indicated from table that 70% belongs to the group of 18-25 years, 24% belongs to the age group of 26-35 years, and 6% belongs to the age group of 36-45 years. 32% are marrieds and 68% are unmarried. 42% are below H.Sc, 26% completed H.Sc, 24% are upto UG or PG and 8% are ITI. 46% belongs to 0-2 years experience, 42% belongs to 3-5 years experience, 2% belongs to 6-8 years and 8% belongs to experience of above 8 years. 6% are from top-level, 34% are from Middle-level and 60% are from Lower-level management and no any contracted persons. 32% has <1 year experience in the existing company, 16% has 1-2 years experience, 16% has 2-3 years experience, 36% has >3 years work experience in the company. 4% are rarely understood about their job, 16% are somewhat understood, 24% are pretty much in their job, 56% are totally understood about their present job. 18% of employees get dissatisfied due to work pressure, 12% due to management decisions, 14% due to working environment, 20% due to pay structure and 36% gets dissatisfied due to other personal factors. 42% of respondents say that they have some decrease level in their dissatisfaction level, so majorly there is a decrease in those factors. 34% respondents suggest working environment and 28% suggest employee motivation to be improved internally. 38% suggest for development in the existing products, 20% suggest for training programs to be improved externally.

It has been found that 40% prefers to change job due to lack of growth in their career, 36% for family issues, and 16% for their monetary benefits. 66% of respondents say that they have opportunity to learn further, so it infers that the respondents have opportunity to learn. 70% of respondents have freedom to convey problems to the top-level, so it infers that there is a good flow of communication channel. 78% of respondent's creativity is considered in the organization. 88% of respondent's prefer no effect of whistle-blowing; this infers that there is no such an effect which can lead to attrition. 30% of respondents are moderately satisfied with their transportation facility, 12% are moderately dissatisfied. 46% of respondents are moderately satisfied with their accommodation facilities and 40% are highly satisfied.

From the correlation analysis it is inferred that, when the employee's understand about their job well then they adopt to the organization, so there will be a decrease in the dissatisfaction level.

From the analysis of variance it is inferred that there is no any significant difference between the decreases in the dissatisfaction level of employees and the years of experience in the existing company.

SUGGESTIONS, FUTURE RESEARCH DIRECTION AND CONCLUSION

In this part researcher has presented the suggestions, recommendations and limitations for future study and conclusion.

SUGGESTIONS AND RECOMMENDATIONS

- More than half of the employees are satisfied with their nature of job and with their working conditions. So the company can attain a further improvement level for the rest if it guides its employees.
- Very few employees are comfortable with their present salary. Majority of them has the opinion that low salary is their problem in their organization. So the company is suggested to provide salary, which satisfies its employees at least to some extent.
- Many employees suggest improving working environment and employee motivation in the survey. So the company should give attention to the factors which it can improve itself internally.
- Many of the respondents suggest improving some developments in the existing product. So the company can be benefited if they consider the employees view for their long run.
- The company has less number of employees so the company could recruit many new employees. So, there will be a decrease level in work pressure among employees.
- Even though the employees are satisfied with their job nature, it is identified in the study that many employees prefer to change their job due to lack in their growth opportunities in their job. So the company can look for some innovative technologies to decrease their attrition level by providing growth opportunities.
- The company should conduct regular meetings to know about what exactly

employee expects.

- The company may give training like personality development and self improvement training to the employees, every three or six months once this status has to be reviewed and necessary action can be taken. It is better to have such training in the future.

LIMITATIONS OF THE STUDY

- The size of sample size was 50 respondents only. If the sample size were more than the results of the inferences would have different.
- As majority of workers are from northern states, the interview was conducted in Hindi language also.
- This study has been based in the existing employees and not with any Corporate Alumni's. Because the employees may leave out of the company before a year, so they may not know about the present situation of the company.
- The data collected in the study will be valid for few months. Hence the result obtained might not be helpful for the management after a period of months.

DIRECTIONS FOR FUTURE STUDY

- The scope of this study is confined with respect to the employees at all the levels of management.
- This study can help the management to know where the company is lagging behind and helps to improve its internal and external environment.
- The project throws light through valuable suggestion to decrease attrition level in the organization.
- This study can help the management to find the weaker part of the employee feels towards the organization and also helps in converting those weaker parts in to stringer by providing the optimum suggestions or solutions.
- This study has a wider for scope in any kind of organization since "attrition" is general one and makes the employees to put forth their practical difficulties and need factors in the organization.
- This study can help the management to know for which the reason employees tend to change their job, through dissatisfaction factors faced in the organization and also helps to recover by providing the optimum suggestions or solutions.
- This project can be base for the students who are doing the project in the related area.

CONCLUSION

The main aim of any organization is to earn profit. But to attain the maximum profit, the organization should concentrate more in employees and the ways to retain them for their long run.

To control attrition level in the company should focus in

- What the employees really expect from the organization?
- The common reasons for which the employees feel to change their job?
- What makes employee to get dissatisfied in the organization?

From the study it is identified that, the lack of growth opportunities and the family issues are the major problem which makes employees to change their job from this organization.

This study concludes that to reduce attrition, should create some opportunities for the growth of their employees through adopting new innovative technologies, effective training programs and the company can recruit people's who are around, so the family issue factor will not lead to attrition in future and the company can curb attrition.

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